
FSC Leadership Series

Coaching for Leaders

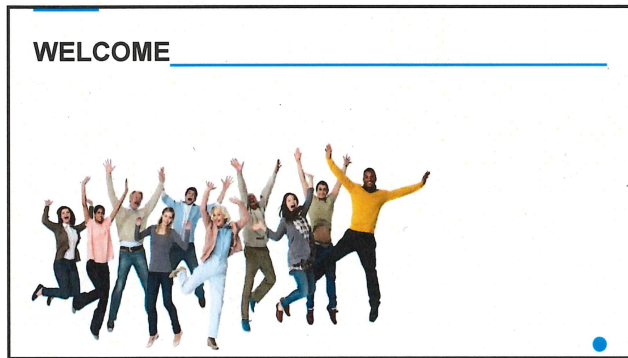
Participant Guide

New Jersey Family Success Centers
&
Office of Training and Professional Development

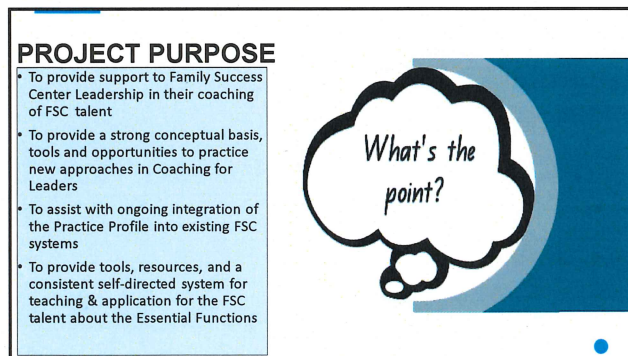




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PROJECT OBJECTIVES



- Increase participants' understanding of the role and benefit of the "coaching skill" for a leader and enhance their ability to develop others & shape desired behavior
- Through heightened self-awareness, provide opportunities for participants to learn how to execute coaching methodology that brings about behavioral change in themselves, others and the system for full Practice Profile integration

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PROJECT TIMELINE



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FUTURE DESIGN



Coaching Skills

Are



Key to Teaching the Essential Functions

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COACHING DEFINITION



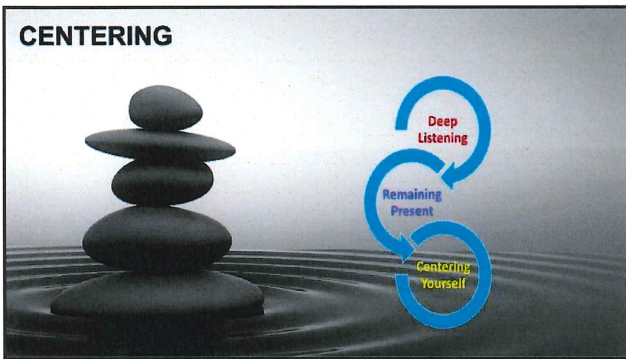
Coaching is a key element for encouraging growth and development.

It has a clearly defined strategic intent – to develop the individual's ability to perform in an effective, empowered manner while performing the work of the organization. **Coaching** is helping others to identify their own attributes and to understand their behavioral strengths and developmental needs. All through their efforts to help, coaches share their own experience and ideas openly. **Coaching** is usually more generative than remedial. It is a way of communicating, a way of doing business in the process of the work environment. In that sense, **coaching** is not an "event". It is practiced as part of the work and communication process, responding to issues as they present themselves and integrating development with getting the job done right. **Coaching** is concerned with building capacity and helping people to solve the problems at hand.

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CENTERING



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Desired Outcomes for Today's Session

- Introduction to Coaching for Leaders
- Connect the concept/belief that "coaching" is key to new learning and sustainability
- Learn key definitions and link to Family Success Center Culture and Practice Profile
- Introduction to and beginning foundation practice of Coaching skills
- Connect Coaching skills to Self-Directed learning



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AGENDA

- 9:00 Welcoming – Introduction to the Day
- 10:00 Mini World Cafe
- 11:00 Break (Enjoy ☺)
- 11:15 Why Ask (Coaching Foundation)
- 12:00 Lunch (Enjoy & Rejuvenate ☺)
- 12:30 The Compass for Mentoring & Coaching ©(Perrone-Ambrose)
- 2:00 Break (Enjoy ☺)
- 2:15 Coaching Round Robin
- 3:00 Self-Directed Work
- 3:20 Conclusion
- 3:30 Adjourn-Thank You

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IDEAL LEARNING ZONE

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TRAINING ...VERSUS... LEARNING

PUSH SYSTEM

PULL SYSTEM

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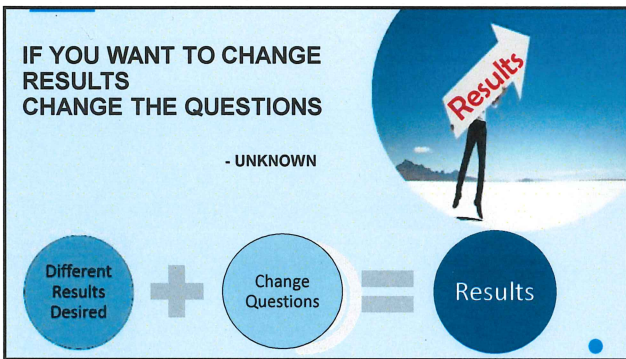
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THE POWER OF GREAT QUESTIONS

- Questions Hold the Power to cause us to think
- Questions have the power to create answers we believe in
- Motivate us to act on our ideas
- Move us beyond passive acceptance of what others say and believe
- Questions redefine relationships between people

THE POWER TO QUESTION IS THE BASIS OF ALL HUMAN PROGRESS.

QUOTE4U.COM

Indira Gandhi
Indian Statesman

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WHY ASK APPRECIATIVE QUESTIONS?



WHY ASK?

- All the information is with the Coachee
- Asking Creates Engagement



WHY ASK?

- Asking Empowers
- Asking Develops Leadership Capacity
- Asking Creates Authenticity

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TOP 10 ASKING MISTAKES & SUCCESSFUL SOLUTIONS

- Think About Your Own Approach to Asking Questions



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1. CLOSED QUESTIONS



OPEN QUESTIONS

- They let the coachee direct the conversation
- Challenges the coachee to think of in-depth answers



EXAMPLES

- What are some of the approaches you can take
- How would that affect your team

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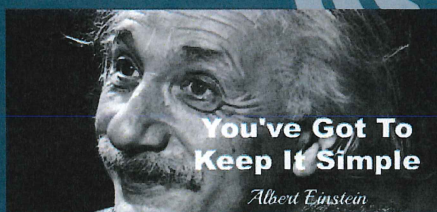
2. SOLUTION-ORIENTED QUESTIONS

- "Shouldn't you check in with your supervisor before you act on this?"
- Our Insight is about the Organizational Channels
- **Appreciative Question:**
"In your company what kind of channels do you need to go through, before acting on this?"



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3. SEEKING THE "ONE TRUE QUESTION"



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4. Rambling Question

*Stop Your
Coaching
Conversations
from Rambling On
Forever*



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5. INTERPRETIVE QUESTIONS



Coachee Says: "I'm finding it tough to get up on Mondays. I have been so frustrated with my current project and not getting the support I need. I find myself looking at the clock all day, so that the work day is over".

Coach Says: "How Long have you been hating your job?"

Coach Should Say:

- "What kind of supports do you need, but haven't been getting?"
- "How long have you been feeling frustrated with your job?"
- "What triggers you looking at the clock and wishing the day was over?"



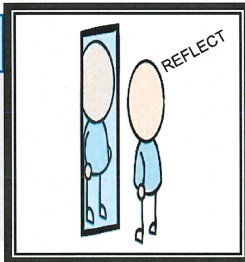
SOLUTION AND BEST PRACTICE

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6. RHETORICAL QUESTIONS

EXAMPLES

- Is that really the way you would handle that?
- Wouldn't you rather just get along with your colleagues?



REFLECTION QUESTIONS

- Why am I forming judgements here?
- How is this meeting my own needs?
- Can I be wrong about the situation?
- What did I miss?

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7. Leading Questions

- If you take the new position, won't it take time and energy from your family???

- Do you have any concerns about taking the new job?
- What does your family think about your new job offer?

SOLUTIONS



Wouldn't You Agree...

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8. NEGLECTING TO INTERRUPT

- You are great at expressing yourself and providing details. Would you mind if I interrupt occasionally to keep us on track so that we can make the most of our time together?



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9 INTERRUPTING

EXCUSE ME

- After the coachee stops talking, ask an additional question.
- Count 2 seconds before speaking after the Coachee
- Continue practicing refraining from the 3 interruption examples.

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10. WHY QUESTIONS

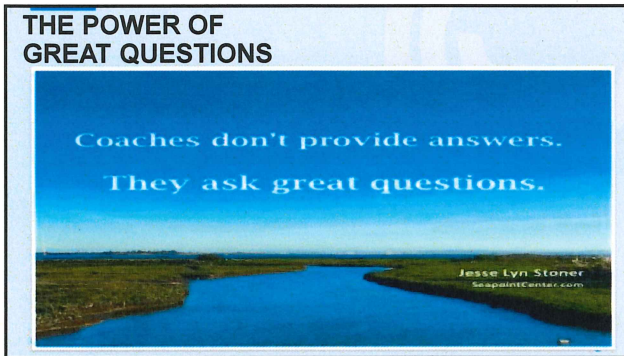
It is EASY to replace "WHY" Questions

"Why did you turn the job down?"

"What factors led to you turning down the job?"



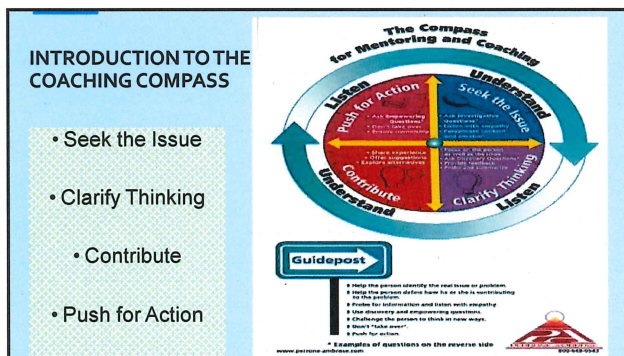
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GUIDEPOST

GUIDEPOST & STRATEGY QUESTIONS

- Guidepost principles help with a deeper understanding of how to use the compass.
- Strategy questions help us to be more strategic in our coaching
- Try to think of your own questions in each category: These will get you started

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COACHING COMPASS PRACTICE

INTRODUCTION

PRACTICE

SHARE

Compass Practice

INTRODUCE QUADRANT

Seek the Issue
 Clarify Thinking
 Contribute
 Push for Action

PRACTICE

Turn to the person next to you and practice using the following scenario

SHARE

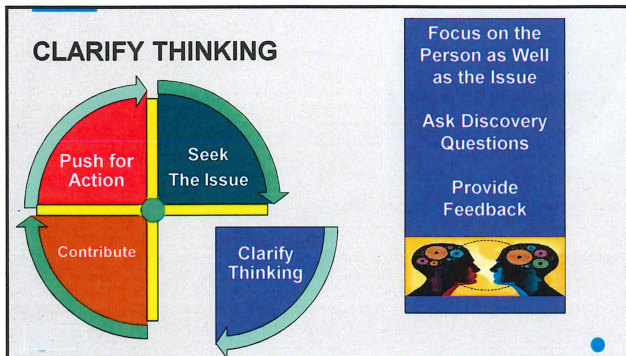
Please volunteer to share your experience

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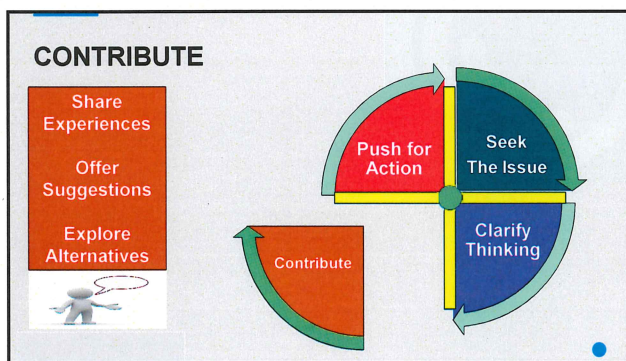
SEEK THE ISSUE

Ask investigative Questions
 Listen with Empathy
 Paraphrase Content & Emotion

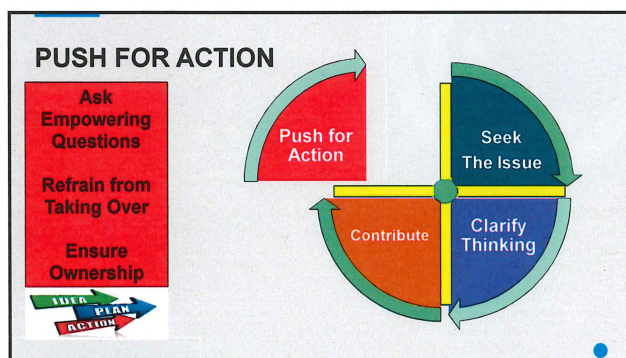
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Coaching Demonstration

- 1 -Volunteer Coach
- 1 -Volunteer Coachee
- Group will be Observers

All 4 skills will be demonstrated together

When you hear the "chime" we will stop action for responses

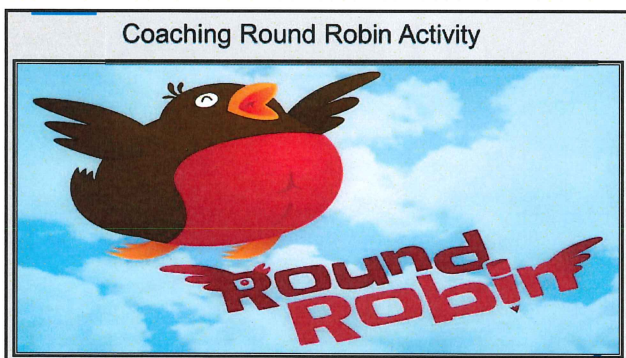
Putting it all Together



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SELF-DIRECTED WORK

TAKE ONE SMALL

ACTION

Practice
Makes
Permanent

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Great Job...

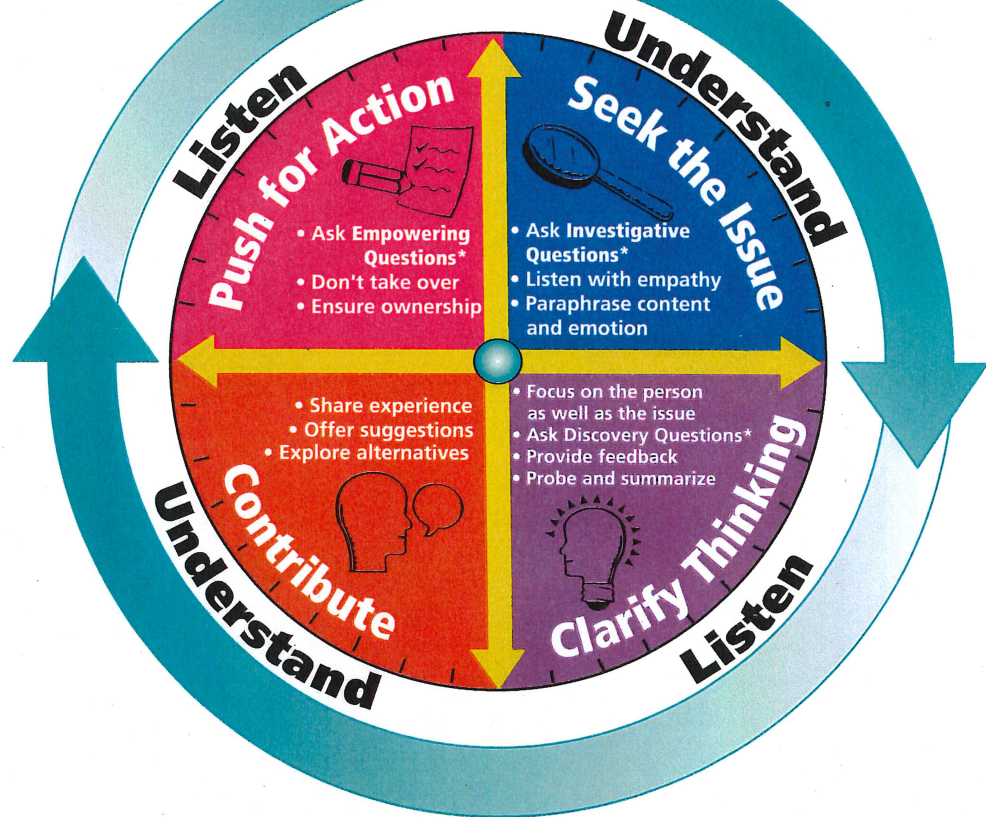
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THANK YOU

SEAN MURPHY: ASSISTANT DIRECTOR OF PRACTICE
LISA GALLAGHER: EXECUTIVE DIRECTOR

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The Compass for Mentoring and Coaching



- ◆ Help the person identify the real issue or problem.
- ◆ Help the person define how he or she is contributing to the problem.
- ◆ Probe for information and listen with empathy.
- ◆ Use discovery and empowering questions.
- ◆ Challenge the person to think in new ways.
- ◆ Don't "take over".
- ◆ Push for action.

* Examples of questions on the reverse side

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Questions With Strategy

During the mentoring and coaching process, you often begin with Investigative Questions - to understand the issue at hand. And when basic understanding has been accomplished, you can move to Discovery and Empowering Questions - to push the person to learn and to make a decision or a commitment to a course of action.

Investigative Questions solicit facts, objective data.

- ◆ Tell me what you have accomplished so far.
- ◆ How long has this been going on?
- ◆ What's Happened?

Discovery Questions push the person to draw conclusions, learn from experience and discover new knowledge or insights.

- ◆ What have you learned from this?
- ◆ If you had it to do all over again, what would you do?
- ◆ What worked best?
- ◆ What advice would you give someone just starting out on a project like this?
- ◆ What concerns you?
- ◆ What are your ideas on this?
- ◆ What would happen if you did?
- ◆ What scares you most about taking this on?
- ◆ Tell me three things that you would consider in making a decision on that.
- ◆ What are you most comfortable with?
- ◆ What conclusions do you draw from this experience?
- ◆ What caused you to say that?
- ◆ What makes it necessary to do it that way?
- ◆ What is your reasoning?
- ◆ What did he/she do that helped most?
- ◆ Give me two alternative ways of thinking about this.
- ◆ What could you have done?
- ◆ If Charlie says this, what could you say back?
- ◆ What else could you have done?
- ◆ What is most important to you?

Empowering Questions inquire into what the person being mentored or coached is feeling, planning, wanting, and is ready to commit to.

- ◆ What outcome are you looking for?
- ◆ What will you do first?
- ◆ What must you do to make it happen?
- ◆ How will you begin?
- ◆ How will you know when you have it?
- ◆ Who else needs to know this?
- ◆ What resources do you have/need?
- ◆ What is the risk of doing this? Not doing this?
- ◆ How might you get in your own way?

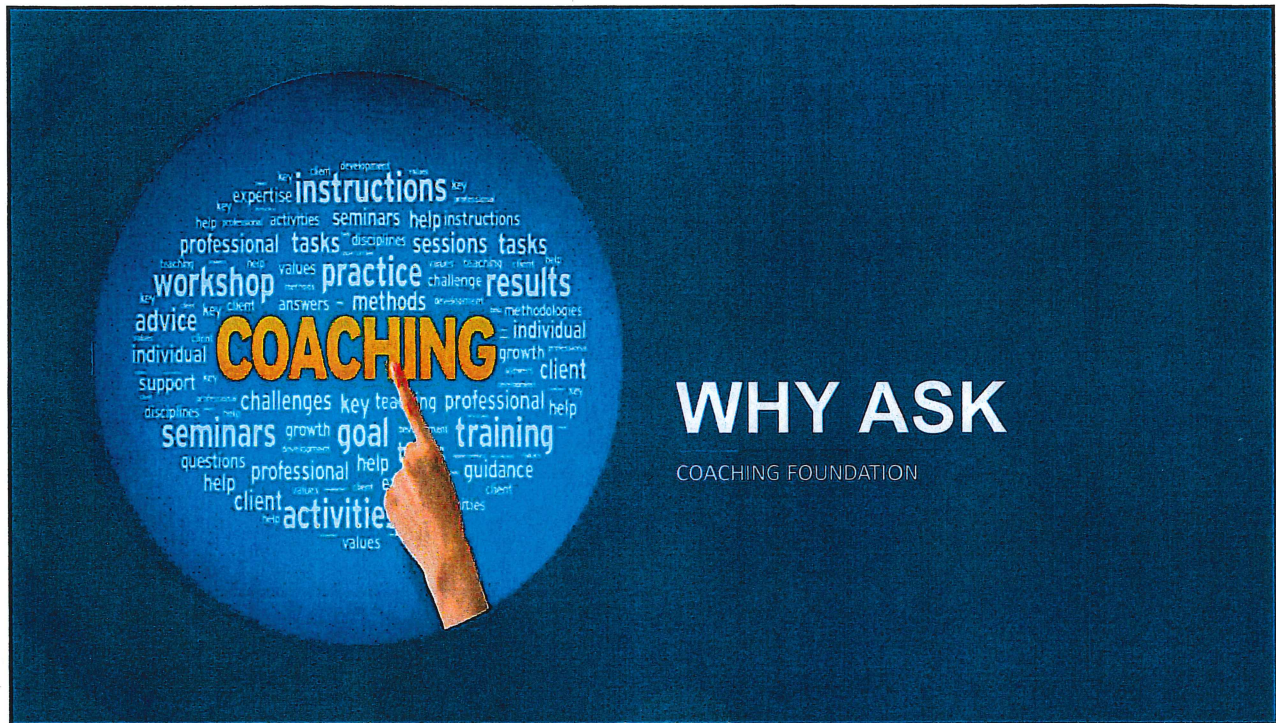
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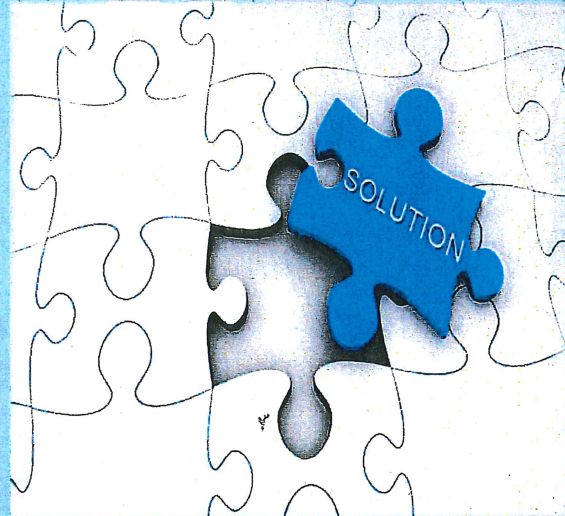
SUCCESS

LOADING...

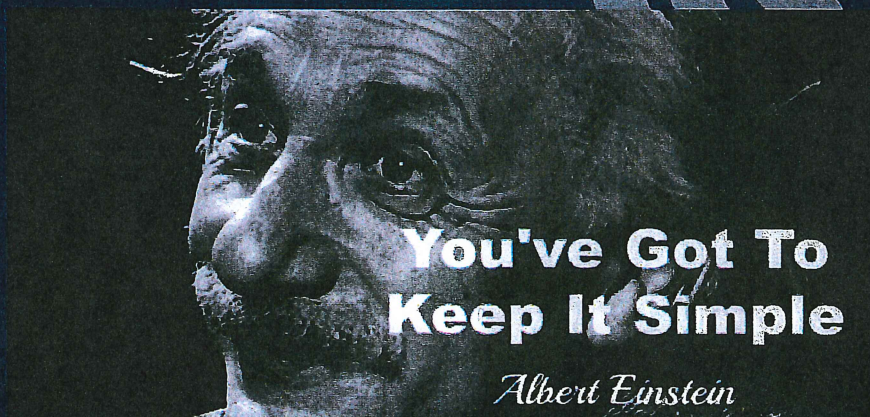
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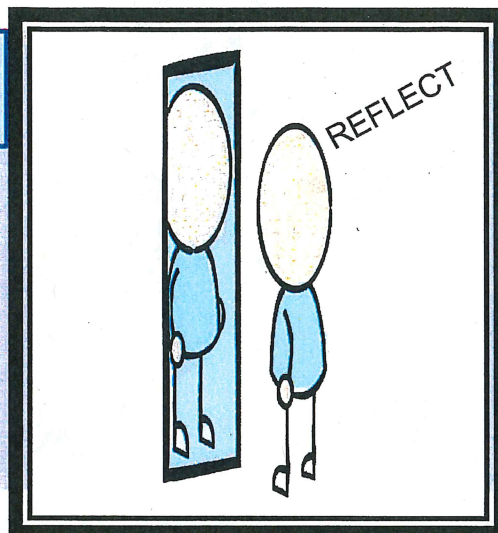
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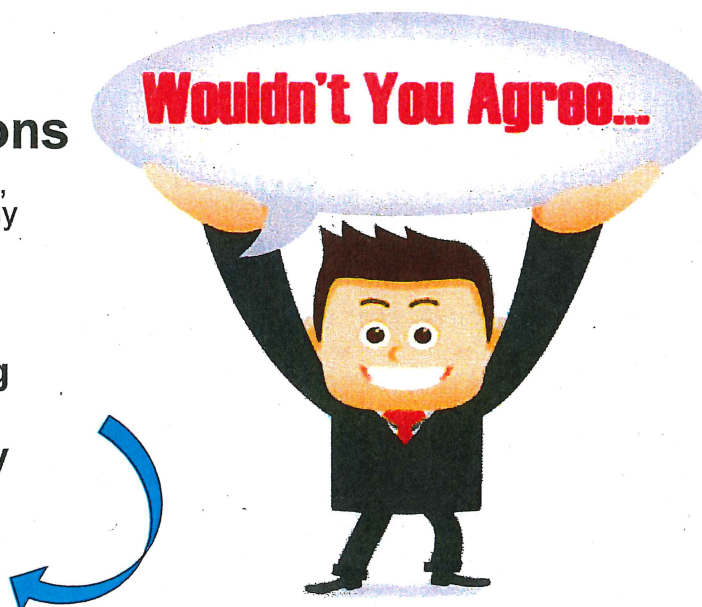
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SOLUTIONS



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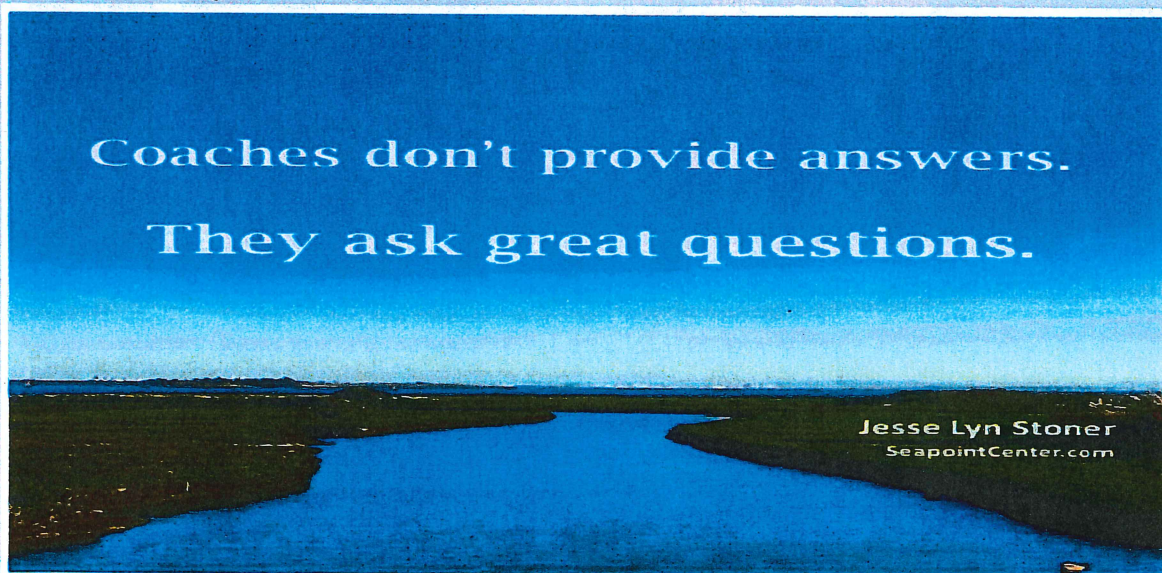
"Why did you turn the job
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THE POWER OF GREAT QUESTIONS

Coaches don't provide answers.
They ask great questions.



Jesse Lyn Stoner
SeapointCenter.com